

E-HRM: SATISFACTION LEVEL OF EMPLOYEES IN BANKING SECTOR

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ABSTRACT

The growth and development of information technology is bringing in tremendous changes in handling the records and the information that is required to be shared by the HR department. It aims to decrease the paperwork and brings in easy ways to maintain the huge processing of data which are undertaken by the Banking Sector. The system developed to convert the information into a digitalized format is called Electronic Human Resource Management (E-HRM). Earlier, digitalized format was referred to as a HRM system supported by IT but now, it has been substituted by the term E-HRM because it mainly functions through the web technology. Thus, E-HRM deals with the summation of the HR operations carried out with the help of web based technologies. The use of E-HRM enables a healthy competitiveness in the banking industry. E-HRM enables in the delegation of work and power both to the management and its employees. Such delegation of the activities and the functions are done through intranet or other media's of web-technology. Hence, the application of E-HRM is regarded to be efficient and advantageous by the organizations. In spite of the advantages of E-HRM, it becomes essential to know about the acceptance and the satisfaction level of employees about E-HRM in order to implement it successfully. The Banking Sector deeply reviewed the traditional HR system and has now moved towards E-HRM. However, the benefits to be derived by the use of E-HRM system in the Banking Sector is closely related to the satisfaction, skills and attitudes of the employees who are the end-users. This article thus, aims to study the association between the demographic variables and the satisfaction level of the employees with regard to E-HRM system in the banking sector.

KEYWORD: HR, E-HRM, End-Users & Level of Satisfaction

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INTRODUCTION

In an organisation, the role of HRM has always been inevitable. The relationship between Organisational Effectiveness (OE) and HRM has always been very strong. Today, every organisation is striving hard to sustain and survive in the growing competitive business environment by adopting the new way of thinking and the new technologies. These changes and developments have subsequently brought in changes not only in the organisational environment but in the attitude of the employees which has compelled the Banking Sector to shift from the traditional HRM system to the E-HRM system. E-HRM enables the organisations for effective planning and implementation of information technology both for creating the networking and for supporting the employees to carry on with their HR functions and activities. The policies, strategies and practices of an organisation is now embraced in the E-HRM system adopted by the organisation. It focuses on the development of HR function which can take the form of being in the nature of paperless, flexible and resource based. The E-HRM accesses the HR functions via intranet and other web-technology channels. Hence, the sorting out and passing on of digitalized HR information is called as 'Electronic Human Resource Management' (E-HRM).

Definitions of E-HRM

- **Ketley and Reilly (2003):** E-HRM refers to the use of conventional HRM system, web and voice technologies which aims to improve the HR administration, transactions and performances of the various processes.
- **Voermans and Van Veldhoven (2007):** E-HRM is defined as administrative support of the HR functions in organisations undertaken by the use of internet technology.
- **Bondarouk and Ruel (2009):** E-HRM is a term which embraces and integrates the process and functions between HRM and information technologies that aims to create values both for the employees and managers.

The objectives of E-HRM are:

- To systematise the HR activities and to reduce administrative burden in an organisation.
- To fight and overcome the costs of compliances.
- To provide and to make available the necessary data both for the employees and managers.
- To provide relevant techniques to measure to the authorities in order to identify the recent developments and to efficiently tackle the work force.

Significance of E-HRM

The significance of E-HRM is as follows:

- It helps in effective interactions between employees and the managers.
- It enhances the gradation of the tasks allotted to the HR managers.
- It leads to effective and speedy implementation of strategic measures, policies and practices with the help of web based technology.
- E-HRM helps to establish organisational effectiveness.
- E-HRM is essential to enhance the role of HR in an organisation.

E-HRM thus, leads to becoming self-sufficient and independent by the use of web-based technology. E-HRM also enables the employees to acquire the necessary information relating to HR transactions without even having the necessity to move out from their work place since they can fetch it in their desktop itself. It enables the employees to modify their personal data relating to availing leave, pay package, job opportunities, training etc. Due to these facilities provided under E-HRM system, it facilitates to decrease the administrative overheads that would normally occur and also encourages and builds up employee's confidence.

REVIEW OF LITERATURE

Antony Joe Raja and Dr. S. Balasubramanian (2011) conducted a study in software companies relating to E-HRM. The objective of their study was to find out the problems faced for implementing E-HRM in the software companies and they provided recommendations for enhancing the effectiveness of E-HRM. They concluded that E-HRM has a major role to play to improve the HR functions and activities and it provides easy access to information for both the employees as well as the managers. Also better control can be maintained by the top management, if the functions and activities in a system are more transparent.

Marler (2009) pointed out that HR Departments which primarily have focus on administration are more likely to achieve the goals of E-HRM efficiently. On the other hand, HR department plays a role of a strategic partner to senior management they adopt the strategic goals to be achieved while implementing E-HRM. So, the E-HRM has its organisation goals to reduce the cost through E-HRM services and to convert the HRM activities to a business partner which is strategic and efficient.

NEED AND SCOPE OF THE PRESENT STUDY

HR Departments are spinning fast towards the implementation of E-HRM. So, there is a need to evaluate the use of web-based HR or E-HRM and the acceptance and employees satisfaction level relating to of the E-HRM system implemented in the respective organisations. From the study of literature and comprehensive views of the experts obtained, it can be concluded that E-HRM implementation is rapidly increasing and is now a widely accepted technology. The Banking Sector in India has started to adopt E-HRM widely. Hence, the present study deems it necessary to evaluate the existing relationship between employees' satisfaction level and the demographic variables such as age, tenure, experience and gender of employees while implementing the E-HRM in the banking sector.

RESEARCH METHODOLOGY

Objectives of the study

- Identification of the factors that influence the bank employees to use E-HRM system.
- Ascertaining the relationship between employees' satisfaction level and the demographic variables.

Data Collection

A sample of 50 respondents (Bank employees/End-users) has been taken into consideration that uses E-HRM. The primary data has been collected by uploading a structured questionnaire developed on Google docs. The questionnaire consisted of questions to identify the factors that influence the bank employees to use E-HRM system and the questions to ascertain the relationship between employee's satisfaction level and the demographic variables.

Statistical Tools

The data collected has been analysed and interpreted by the various statistical methods or tools such as Percentage method, Mean, Standard Deviation, Skewness, Kurtosis, Chi-square test, ANOVA and Correlation.

ANALYSIS AND INTERPRETATION

The data collected has been analysed and interpreted by applying the relevant statistical tools as follows :

Table 1.1: Factors Influencing the Usage of E-HRM by Bank Employees

Factors	Yes	No	Total	Percentage
E-HRM helps to create data base	37	13	50	74
E-HRM reduces administrative burdens	35	15	50	70
E-HRM helps easy interactions between employees and employer	25	25	50	50
E-HRM provides real time measuring techniques	32	18	50	64
E-HRM improves services and provides access to data easily	38	12	50	76

Source : Primary Data

Table 1.1 considers the various factors influencing the usage of E-HRM by bank employees. It reveals that the major factor stated by the majority of respondents (bank employees) which influence them to accept and use E-HRM is that it enables to improve the services provided by the bank and also that it provides access to data easily.

Demographic Profile

Table 1.2: Demographic Composition of Bank Employees/End- Users

Variables		Number of Respondents	Frequency (% age)
Tenure in the Bank	Less than 5 years	09	18
	5-10 years	14	28
	10-15 years	27	54
	Total	50	100
Total Work Experience	5-10 years	11	22
	10-15 years	19	38
	Above 15 years	20	40
	Total	50	100
Gender	Male	35	70
	Female	15	30
	Total	50	100
Age	Below 30 years	10	20
	30-40 years	27	54
	Above 40 years	13	26
	Total	50	100

Source: Primary data

First, each demographic variable has been computed using standard deviation, skewness and kurtosis. Since the demographic variables do not show high levels of standard deviation, skewness and kurtosis, it is inferred that the data indicates normal distribution.

Table 1.3: Statistics Skewness and Kurtosis ‘End-Users’

Bank employees satisfaction level relating to E-HRM	
Number of responses	50
Mean or Averages	0.6234
Standard Deviation	0.3253
Skewness	0.1077
Standard Error of Skewness	0.0494
Kurtosis	-0.296
Standard Error of Kurtosis	0.098

Source: Primary Data

Table 1.3 number of responses considered for the study is 50. The mean or the average value shown is 0.6234 and the standard deviation shown is 0.3253. It is concluded that the responses are normally distributed since the value of skewness and kurtosis lies between +1 and -1.

Table 1.4: One Sample t-test : ‘End-Users’ (Bank Employees)

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Bank employees satisfaction level with the use of E-HRM	7.102	49	0.000	0.623	0.576	0.670

Source: Primary Data

The One Sample t-test is a statistical procedure used to determine whether a sample of observations could have been generated by a process with a specific mean. A one sample t- test has been conducted by considering the satisfaction level of bank employees with regard to the E-HRM system. Table 1.4 shows the significance value of t-test to be 0.000. This indicates, at 95% confidence level, t-test proves the sample is highly significant. In other words, the responses stated are significantly different from each other. Hence, the satisfaction level of bank employees using E-HRM is significantly different from each other.

Table 1.5: ANOVA ‘End- Users’

Bank Employees Satisfaction Level with the Use of E-HRM					
	Total of squares	df	Mean/ Average Square	F	Significance Value.
Between different Groups	7.238	0.56	3.169	28.127	0.000
Within Groups	5.267	49.17	0.035		
Total	12.505	49.73			

Source: Primary Data

Table 1.5 analyses the data using the statistical tool ANOVA and shows that the significance value of the F-test is 0.000. This indicates that at 95% confidence level, F-test proves that the responses given by the ‘End-Users’ are different. Hence, the responses given by the respondents are significantly different from each other. Hence, the satisfaction level of bank employees using E-HRM is significantly different from each other.

Table 1.6: Summary of Chi-Square Tests and Symmetric Measures ‘End-Users’

Testing Variable	Demographic Variable	Chi-Square test Significant value	Contingency Coefficient Value
Level of satisfaction	End-users: Tenure	0.001	0.094
Level of satisfaction	End-user: Work experience	0.000	0.136
Level of satisfaction	End-users: Gender	0.091	0.044
Level of satisfaction	End-users: Age	0.000	0.116

Source: Primary Data

Table 1.6 shows that 57% of the ‘End-users’ are dissatisfied, 24% are neutral in their opinion and 19% are satisfied. The majority of satisfied ‘End-users’ have a tenure of less than 5 years followed by those who have the tenure between 5-10 years. Further, the table also shows that the correlation between the demographic variable namely, the tenure and the bank employees satisfaction level relating to the use of E-HRM is less.

Table 1.6 reveals the chi-square value of its significance to be 0.000 for the relationship between bank employees satisfaction level of the use of E-HRM and work experience. Hence, there is significant relationship between the two variables. Further, the majority of the satisfied ‘End-users’ have a work experience of 5-10 years. On the other hand, the majority of the dissatisfied ‘End-Users’ have a work experience of 10-15 years and above 15 years.

Table 1.6 also reveals that there is significant value is 0.091 between the bank employee’s level of satisfaction of the use of E-HRM system and the gender. Thus, there is no significant relationship between the demographic variable gender and satisfaction level of use of E-HRM.

Table 1.6 shows the contingency coefficient value is 0.116. The correlation between the demographic variable age and the bank employee’s satisfaction level of the use of E-HRM is less. Hence, it is found out that dissatisfaction of the use of E-HRM is more with the respondents belonging to higher age group.

FINDINGS OF THE STUDY

- The majority of the respondents are of the opinion that the major factor which influences to accept and use E-HRM by the bank employees is that it enables to improve the services provided by the bank and also that it provides access to data easily.
- The majority of satisfied 'End-user' have a tenure of less than 5 years followed by those who have the tenure between 5-10 years
- The majority of the satisfied 'End-users' have a work experience of 5-10 years. On the other hand, the majority of the dissatisfied 'End-Users' have a work experience of 10-15 years and above 15 years.
- There is no significant relationship between the demographic variable gender and satisfaction level of employees who use E-HRM.
- It is found out that respondents were dissatisfied by the use of E-HRM belong to higher age group category.

CONCLUSIONS

The present study reveals that the relationship between the bank employees' satisfaction level of the use of E-HRM and the demographic variable the tenure, work experience and the age are significant except the gender. Thus, the E-HRM is widely accepted by the young work force of the bank employees irrespective of their gender. It is more accepted and appreciated by the tech savvy employees of the banking sector even though the other employees who understand significance of E-HRM are yet to come to terms with the E-HRM system.

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